



Competence Based Contractor selection

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Agenda :

- Brief Intro into the project and the need for a different selection methodology
- Evaluation tools
- Advance
- Commerce Decisions
- Lessons Learnt

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Why not just get a price?

- Capability based scope - lack of clarity
- Tight budget but flexible approach to capability delivery
- Historical cost over-runs and late delivery
- Not a 'normal' high CAPEX military programme.

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Promises Promises

- Past performance
- Ability to work as part of a team
- Design for support

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Good Business

- Profit
- Reputation
- Support to the armed forces
- Future business

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Evaluation tools

- Hard - capability
- Soft - behavioural
- Cost of bidding

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Capability

- PQQ
- Questions
- Marking
- feedback

Behavioural

- Project Friend
- Team behaviours
- Evaluation approach
- The Alliance Capability Toolkit (ACT)

Objectives of the Project Friend Assignment

Objective 1 : To design and implement a process for the selection of an Integrator based on their alliancing culture in its broadest interpretation. i.e. The ACT.

Objective 2 : To help the IPT develop its knowledge of alliancing and thinking around the MARS alliance construct

Objective 3 : To help develop the MARS IPT's internal capabilities and culture to increase its ability to be an effective alliance partner.

ACT Design Principles

- **Main Principle :** The assessments were focussed on what the Potential Integrators (PIs) do, not what they say
- Hence, it was up to each PI's to demonstrate their capability by showing us the evidence ...
- ... & they would be able to have 3 goes at it.
- Following any validation / assessment of the PIs own submission, there is an initial categorisation of Capability for each attribute.
- Having assessed all three, the Independent Assessment Team (IAT) would conduct a comparative analysis, with final scores based on that comparison.

➤ What was the ACT to be used for ?

- As the Assessment Tool to evaluate each of the Potential Integrators (PIs) over the Continuous Assessment (CA) Phase, including the degree of improvement.
- This would determine 60% of their total marks.
- It was also intended to be used to do an internal assessment of the IPT to develop a Management Plan for their development over the CA Phase.
- It was therefore to be both an Assessment & a Development Tool.

Origins of the ACT

- Advance had previously been commissioned by UK Highways Agency to develop the Capability Assessment Toolkit (CAT) & run the programme of assessments.
- This was an organisational evaluation tool, derived from the EFQM*'s Business Excellence Model.

* EFQM = European Foundation for Quality Management

Origins of the ACT

- Advance had previously been commissioned by UK Highways Agency to develop the Capability Assessment Toolkit (CAT) & run the programme of assessments.
- This was an organisational evaluation tool, derived from the EFQM's Business Excellence Model.
- While CAT was success, because it categorised performance on an ascending scale, by the end of the 2nd round, there was plateau'ing at the top end as organisations ✓ ticked ✓ the criteria at each level.

* EFQM = European Foundation for Quality Management

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More on the Business Excellence Model

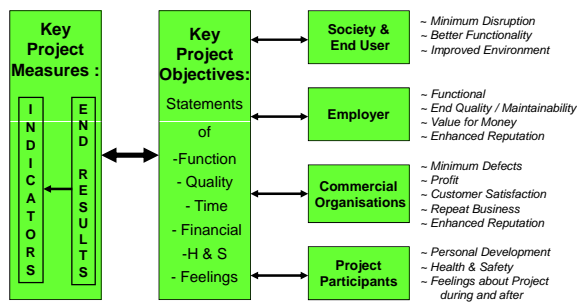
In evaluating performance in each of the Enabler boxes, we use a RADAR, where :

- ~~R~~ is for Results : what are you trying to achieve ?
- A is for Approach : what needs to be improved or changed to achieve the desired Results ?
- D is Deployment : how well are you deploying the selected Approaches ?
- A is for Assessment : how do you know the benefit arising from this Deployment ?
- R is for Review : how do you review and improve what you have done ?

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Model 4 Project Excellence - Results



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Model 4 Project Excellence - Enablers



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The AC Toolkit

- Four Attribute Heading
 - Leadership and Governance
 - Strategy & Planning
 - People
 - Collaborative Working and Processes
- 18 Capability Statements
- Scoring Table
- 3 Self Assessment Proformas per Capability Statement
- 3 Assessment Feedback Proformas per Capability Statement
- Summary Scoring Sheet

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ATTRIBUTE 1 Leadership & Governance

CAPABILITY 1.1

Our leaders are personally and directly involved in the development of the vision, mission and agreed objectives to ensure a successful Alliance. They are communicated to everyone, in order to set the appropriate direction for the Alliance.

CAPABILITY 1.2

Our leaders are personally and directly involved in the development of the values and attendant behaviours and a corresponding framework to measure the culture of the Alliance. They develop the appropriate supportive culture by acting as champions and role models.

CAPABILITY 1.3



Our leaders continually encourage members to develop opportunities for improving the agreed outcomes. They personally sponsor the development, review and improvements identified through a clearly defined and agreed performance management system in order to bring about continuous improvement and ensure sound governance.

CAPABILITY 1.4

The key governance and management roles and responsibilities are clearly defined, agreed and communicated by leaders of the Alliance.


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ATTRIBUTE 2

Strategy & Planning



CAPABILITY 2.1

We continually develop, deploy and monitor strategy and plans based on clearly identified and agreed Critical Success Factors *.

CAPABILITY 2.2


We base the review and update of strategy and plans on the current and future needs, expectations and aspirations of all stakeholders through feedback and communication.




CAPABILITY 2.3

We communicate our strategy and relevant plans through a framework of key processes, which are owned and defined by our leaders.

* **Critical Success Factors** : The critical elements of the strategy in terms of what has to be done to deliver the objectives.

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ATTRIBUTE 4

Collaborative Working and Processes

CAPABILITY 4.1
We align our objectives to address the drivers, constraints and needs of our stakeholders.



CAPABILITY 4.2
We select, manage, develop, support and integrate our supply chain to deliver the needs and aspirations of the Alliance.

CAPABILITY 4.3
We manage, develop and maintain collaborative relationships between ourselves and other Alliance members.

CAPABILITY 4.4
We manage, develop and maintain collaborative relationships with our other external stakeholders to meet the needs and aspirations of the Alliance.


CAPABILITY 4.5
We adopt and develop best practice processes to meet the needs and aspirations of the Alliance.

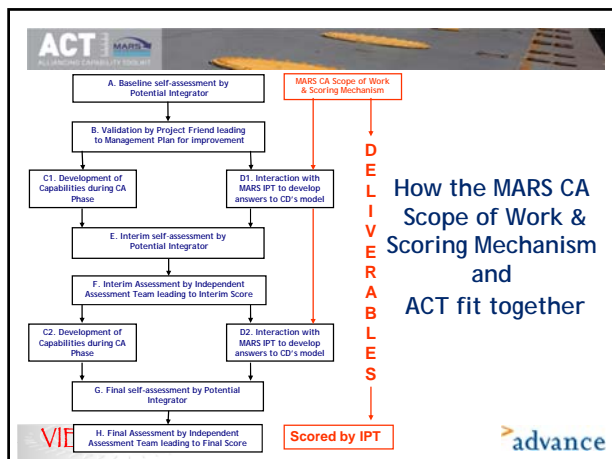
CAPABILITY 4.6
We collect, collate and share information and knowledge to meet the needs and aspirations of the Alliance.

7D Example Self Assessment Proformas (for Leadership & Governance only)

ACT ANALYTICAL CAPABILITY STATEMENT		MARS MANAGEMENT ASSESSMENT REPORT		self assessment proforma		Leadership & Governance		CAPABILITY STATEMENT No.	
		APPROACH							
	Not acceptable	Acceptable	Appropriate	Excellent	Exceptional				
Level of confidence in capability of the firm to deliver effectively	Minimal, giving significant reservations	Low, giving noteworthy reservations	High, giving few reservations	High, giving no reservations	Beyond highest expectations				
SCORING	0%	4%	5%	24%	25%	54%	55%	84%	100%
SF SCORE :									
EVIDENCE TO SUPPORT SELF SCORE :									
ACTIONS TO IMPROVE CAPABILITY								Starting Date	Finish Date
ORGANISATION :		ASSESSMENT : (baseline, interim or final (please as appropriate))				DATE SUBMITTED: / /06			





The MARS V-GRIP Questionnaire

V-GRIP stands for

- Values
- Goals
- Roles
- Interpersonal
- Procedural

On a scale of 1 to 10, to what extent ...

- ... were the organisation's and alliance values reflected in the way they behave
- ... did the meeting activities demonstrate a clear focus & understanding of its purpose and goals
- ... were the roles & responsibilities clear, with each team member understanding what was expected of him/her
- ... were issues and differences addressed openly and in a positive and constructive climate
- ... were the meetings structure, ground rules and procedures clear and applied by all team members

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The MARS V-GRIP Questionnaire

- This, plus written evidence, gave an auditable score out of 50.
- This, plus conversations with those IPT members who interacted with the PI, were taken into account by the Independent Assessment Team.
- The PIs were also expected to give feedback to the IPT using the V-GRIP questionnaire and feed this back through their Project Friend.

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ACT Design Principles Revisited

- **Main Principle** : The assessments were focussed on what the Potential Integrators (PIs) do, not what they say
- Hence, it was up to each PI's to demonstrate their capability by showing us the evidence ...
- ... & they would be able to have 3 goes at it.
- Following any validation / assessment of the PIs own submission, there is an initial categorisation of Capability for each attribute.
- Having assessed all three, the Independent Assessment Team (IAT) would conduct a comparative analysis, with final scores are based on that comparison.
- **CHECK** : Do people now understand what these mean in practice ?

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Lessons Learnt wrt Objective 1

- 1: Increased Development Time for the ACT Model & Process
- 2: Some Improvements to the ACT Model & Process
- 3: The Project Friends time allocated to each Potential Integrator and the IPT
- 4: Selection of complementary Project Friend Teams and Independent Assessment Team members.
- 5: Striking the Right Balance between the independence of each Project Friend team and overall co-ordination.

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Any Questions

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